



The Role of Common Landscape in Creating Participative Behavior to Implement the Landscape

Iraj Soltani¹ and Vahideh Del Bahari^{2*}

¹ Assistant Professor, Science and Research Branch, Islamic Azad University, Isfahan, Iran

² PhD in the Field of Governmental Administration, Science and Research Branch, Islamic Azad University, Isfahan, Iran

*Corresponding Author: delbahari.v@gmail.com

ABSTRACT: According to intensity ever-increasingly of changes, managers must endeavor to maintain their competitive advantage by creating a dynamic flexible inter-organizational environment and appropriate changes in landscapes and inter-organizational factors and they must adjust the organization with varying environmental conditions. One of the most important research tools in this regard is participative landscape. The research is a descriptive research based on data collection method and Spearman' correlation coefficient was used to test the existence of relation between the variables and being significance of estimated models. Statistical population is all employees working in Islamic Azad University in Hamedan Unit which equals with 480 participants. 118 participants as sample were selected using simple randomly sampling and Cochran coefficient. In this research, the obtained data was analyzed using SPSS software. The results indicate that there is a positive significant relationship between common landscape and participative behavior. According to significance level, participation in decision (0.713), adoption of goals (0.581), public engagement (0.567), continuous improvement of process (0.555), dutifully (0.527), making healthy work setting (0.521), commitment and responsibility (0.511), spirit of teamwork (0.468), have significant relationship with landscape, respectively .

Keywords: Common Landscape, Participative Behavior, Islamic Azad University of Hamedan Unit

INTRODUCTION

Extreme changes of mental patterns and paradigms in transition of traditional management age towards participative management include plenty threatens and opportunities. Accompaniment and usage from wave of participation opportunity and meeting challenges and threatens facing to this domain are required serious determination, landscape formulation and design and appropriate pattern of development in this domain. Manner of facing with complexities of human forces, manner of developing participative management to achieve goals and its mission, effective management of resources and capacities and investment on human resources are reasons of having landscape and development pattern. Underdevelopment, despair and hopelessness can be removed with creating novel landscapes. Formulation and promotion of shared visions can make pretty,

The Role of Common Landscape in Creating ...

attractive and clear futures. An important feature of effective vision is that it indicates expectations and desires of stakeholders of that domain and makes a shared sense and pattern among them. Effective vision reflects a consensus among member of the organizational objectives ¹. Any organization that wants to progress and be promoted to Excellence, it should define vision for itself. No vision can be maintained or continued the existence of the present, but you cannot expect excellence and development. Therefore, the first step in effective usage of participative behavior is formulation and promotion of shared vision ². The goal of the study is to survey the role of shared vision on participative behavior toward flowing vision.

Theoretical Framework and Research Background

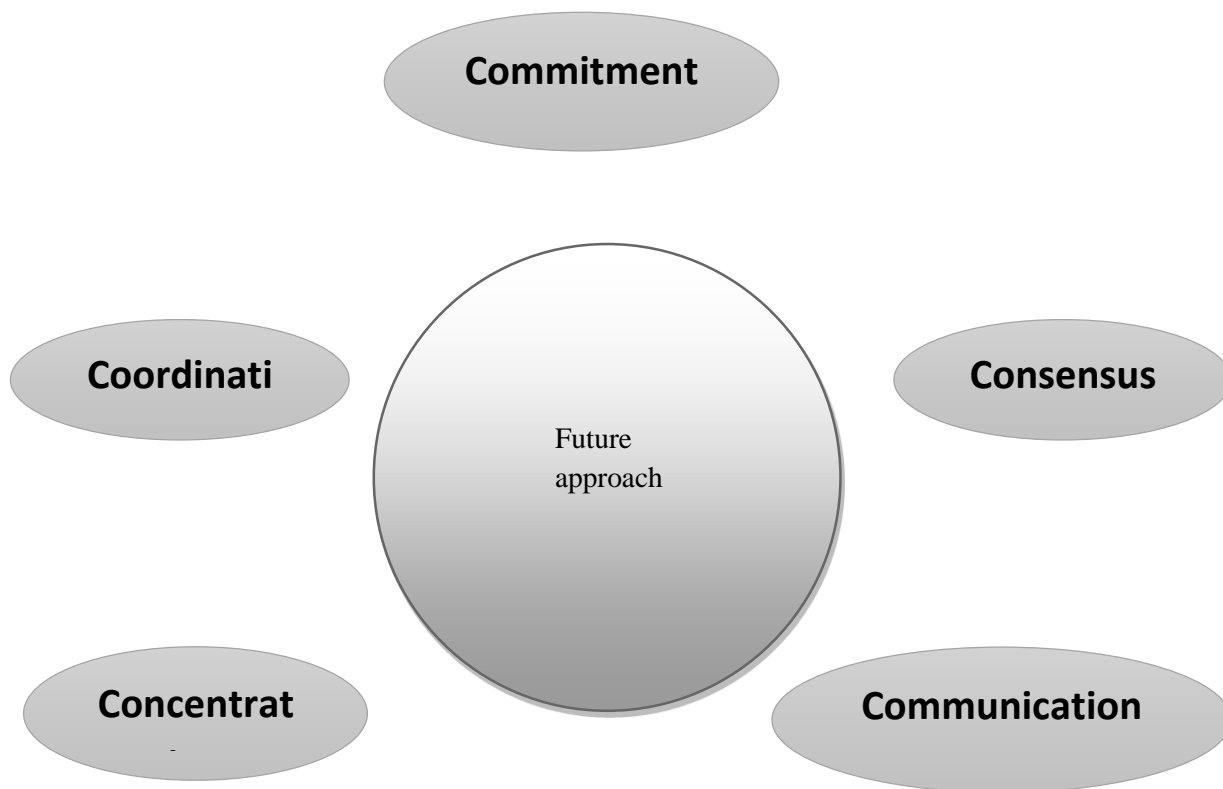
Vision

- **Vision-oriented Planning:** Vision is a desirable image and attainable ideal in a long-term given time horizon which is determined in consistent with principles and ideals. Considering a desirable vision in future, vision-oriented planning tries to determine and analyze needed requirements for achieving the vision. Unlike traditional methods of strategic planning that is based on situation analysis and then plotted the future course, this method is based on the desirability of presenting a favorable image of Interest and effort to accomplish it. In other words, the traditional method is attempted to improve current situation, but this method emphasizes on desirable, ambitious and feasible future and pays attention to innovative and creative ways³.

- **Shared Vision:** Shared vision provides the focus and energy for learning and will lead people to act. It provides needed energy for achieving higher objective and confronts with governing force of status quo. Shared vision builds final goal, encourages innovation and risk-taking and determines the type of stored and transmitted knowledge in organization ⁴.

- **Future approach**

Future-oriented approach, which is used widely now in regard of formulation of macro document in international and national levels, is based on common sense and participative method, provides broad participation of elites and influencing entities in a specialized field for vision formulation and policy making and it capable them to reach a consensus and agreement. Instead of exploring possible, contingent and believable future, this approach focuses on active and proactively future. So, foresight in this context is not meant to predict future, but it focuses on proactive issues in the future ³.



• **Review of international experiences**

Considering evidences indicates apparently at the present, many governmental and nongovernmental organizations and various institutions in developed countries and in particular their defense sector have participative vision and they are consistently reviewed, updated and implemented based on developments, paradigms and management of human resources. For example, American organization review annually vision and roadmap of development of participative management and they follow full implement of international raking such as in the field of information in time horizon of 2036 for online support of their armed forces and aligned countries all around the world. It is worth mentioning that documents of the organizations' strategic plan and shared vision of countries are revealed annually to promote participative culture level and developing countries can benefit from the experiences of developed countries to use.

MATREALS AND METHODS

• **Methods of vision formulation:** Several different methods and vision are introduced which in spite of the similarities, there are some differences with each other. Here are some of the most common methods will be published:

1. Latham Method: Latham suggests eight steps for vision formulation. These steps consist of input collection, brainstorming, Removing excesses, formulation of

The Role of Common Landscape in Creating ...

initial document, and the correction of statement, testing criteria, obtaining approval, organizational reform, notification, celebration and promotion. This method tries to the vision shows expectations, dreams and desires of all organizational members. In this method, vision document is formulated in two stages of initial and final ³.

2. Keyglay Method: According to Keyglay, vision is the statement consists of shared values (which is derived from the basic beliefs and thereby discriminating against other people), mission (Returning to the status quo.) and long-term goals (kind of commitment to fulfill the goals). Strategic component of the effectiveness consists of participation and interaction of members in order to ownership sense and commitment, criticize and freedom for giving feedback .

3. Lindgren and Bandhold Method: In this way, the vision is developed in two stages: vision seminar (group representing the entire organization or community are invited to educational workshop of vision) and creating the vision (upon completion of the seminar, vision will be created with innovative formulations) .

4. Lasley Method: In this method, vision has seven steps which consist of the study of the important moments of organizational life, defining values, image of environment, shaping behaviors and capacities, burnishing organizational image, determining the goals and drawing vision .

5. Miles Monroe Method: In the book of principles and power of vision, Miles Monroe identified 6 stages for formulating vision: explanation of mission statement, determination of vision, determination of achievement requirement, direction of plan and strategy, principles of vision and regulation of objectives ¹.

Participative Behavior

• **Participation:** Participation is an emotional and mental involvement of people in group situations which excites them to contribute and participate for achieving group objectives. Participation – oriented approaches can be considered in form of participation spectrum. At one end of the spectrum, there are people who consider participation as a way for selecting qualified employees. In this approach, applying participative process is high priority in terms of organizational interests. There is good evidence that this model is considered as a common model among managers, particularly in England. On the other spectrum, there are people who identify participation as democracy development^{5, 6}. They assume that this method is an entirely new approach and organizational surveillance is based on democratic and useable principles in any situation and employees' benefits are recognized in this part of the spectrum. This is an ideal and appropriate concept toward participation and somehow it implies away from existing structures of authority, control and inter-organizational representation and movement towards fundamental forms of self-management. Interestingly, there are instances from the perspective in practice.

• **Role of Human and Productivity Improvement and Factors affecting on Productivity of Human Resources:** Promoting productivity in service and industrial organizations is very important issue in management knowledge and it is considered as the most important management tasks and human has important role in terms

of topic and goal of productivity. Several reasons can be claimed that human resources are one of the crucial elements in any organization's productivity ⁷. The question is why pivotal and key role of productivity promotion has been taken to human? The reason is that the only person that can increase the quantity and quality of its work, offer new designs, remove the problems and in fact, the only factor that can make changes in the workplace to create your own. According to the characteristics and properties of state organizations, many experts believe that employee productivity challenge, especially professionals, in these organizations is more. For example, according to Epstein, specific nature of many government organization and what they do increase problems of experts management in these organizations, because traditionally, many government agencies are pyramidal bureaucracies which limit degree of employees' autonomy and this is contrary to experts' needs in enjoyment of Independence ^{8,9}. Generally, productivity of human resources refers to ratio of labor output to total output and it is considered as a criterion for showing the rate of labor efficiency in producing outputs. Some have expressed need to lesser proportion for productivity of human resources. For example, some researches use ratio of sale to number of employees as productivity index ¹⁰.

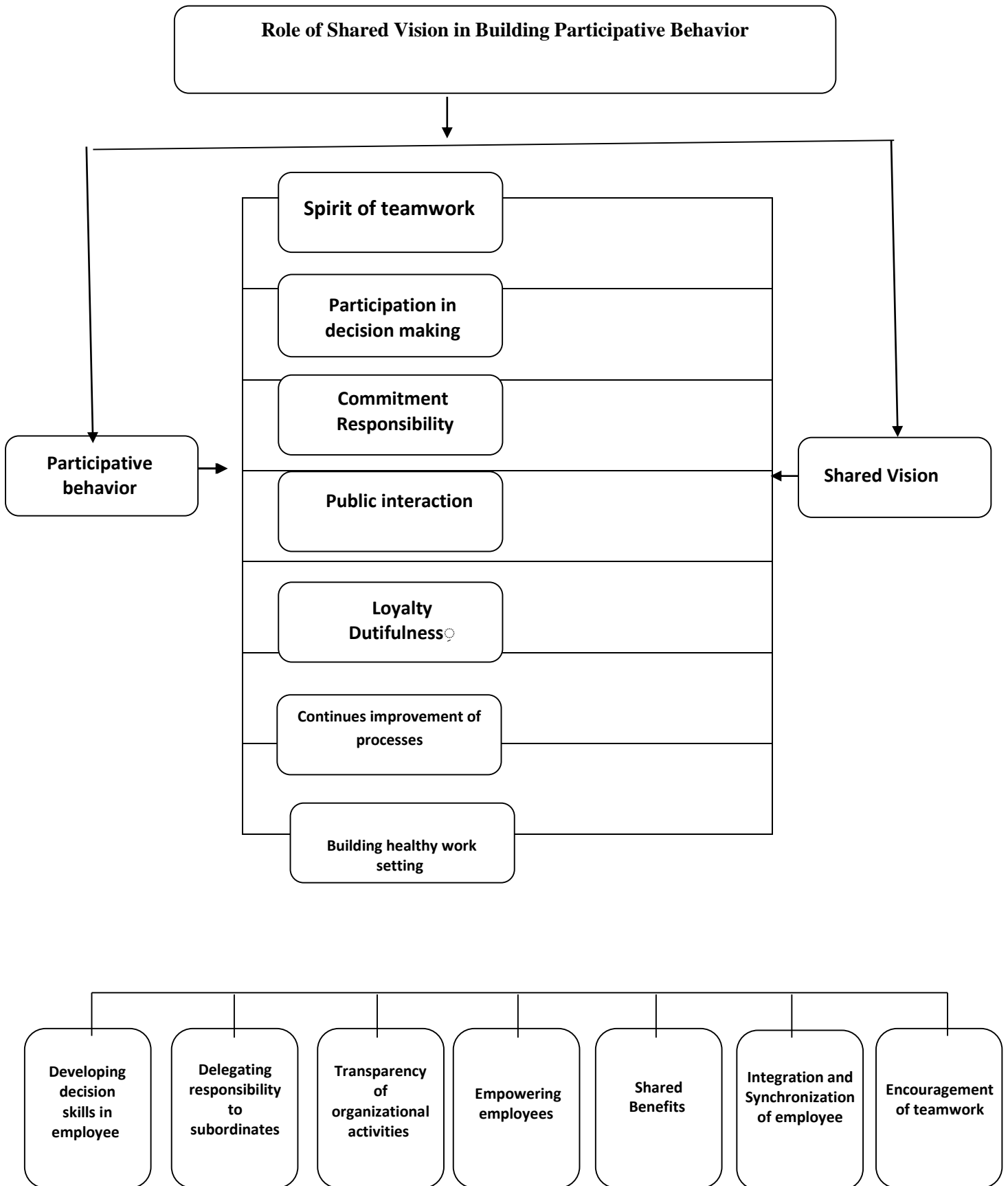
• **Participative Management:** Participative management has been grown with researches some scientists and continued to exist with different titles and forms including management by objective, suggestion system, quality improvement groups and autonomous groups. Several definitions of this concept have been suggested that we mentioned here:

Participative management is considered as engagement process of employees in decision making. This engagement can take place at decision-making levels and different types of decisions. Employee involvement in the above definition implies using the maximum efficiency employees' capabilities and talents in solving managerial problems. Therefore, the method is based on power sharing and managers share their power with their subordinates. Here, even subordinates in important decision-making organizations are also involved. In participation process, managers will be final decision makers in decision process. Participative management does not imply to prefer group decisions on individual decisions. Yet, managers implement decisions for putting forward in group. Various studies have shown that due to widening participation in management domain not only the quality of work but also efficiency and productivity have been increased significantly and employees contribute more to develop and apply their intellectual capacities ¹¹.

Shared Vision and Participative Behavior in flowing vision: In vision formulation, the more employee participate, its implementation will be more successful. When people are shared truly a vision, they are linked by their general willingness to fulfill the objectives of the organization. The following model is

The Role of Common Landscape in Creating ...

provided to determine the role of vision in building participative behavior for implementing vision^{12, 13, 14}.



Research Background

Rahnavard¹⁵ considered abovementioned topic in a study entitled pattern of state management for achieving vision 2025 (1404). The study shows that effectiveness and efficiency of state management is related to strengthening the weak link. One of the weak rings in state management is to localize existing conditions for implementing vision 1404. Lack of attention to this key need, performance of imitating models will reduce against environmental changes. In the study, four patterns of state management were considered to achieve vision 1404 from standpoint of experts. The findings shows that: first, achieving the vision is explained with the sextet characteristics of (law-abiding, justice-seeking, participation – seeking, value – seeking, development – seeking, accountability). Second, from standpoint of experts in state management domain, it is necessary an integrated model is applied to implement the vision.

In his article, entitled "participation, key of successful change", O'Brien (2002) noted that participation and engagement of employees in forefront of organizational affairs has key role in adopting change and building appropriate conditions for effective cooperation of staff in organization.

Kim¹³ showed that there is a significant relationship between participative management and strategic planning with job satisfaction. Through participating employees in planning, they make a more precise understanding of the goals and of the conflict and role ambiguity decreases when implementing strategic programs.

Research Method

This research is a descriptive research based on data collection method. Path analysis was used to test relationships between the variables and being significance of estimated models. From standpoint of goal, this study is an applied research and from standpoint of data collection, this research is survey – descriptive. For this purpose, questionnaire, consensus, description and analysis of research variables were used. Spearman' correlation coefficient was used in this research. SPSS version 18 was used to analyze the data. According to collected data, research questions were considered and we are seeking to achieve the research objectives. Finally, since any research can achieve findings apart from research goals, but the researcher or other researcher can use these findings in future work.

Research Hypotheses

- There is a positive significant relationship between shared vision and the spirit of teamwork
- There is a positive significant relationship between shared vision and participation in decision-making
- There is a positive significant relationship between shared vision and commitment and responsibility.
- There is a positive significant relationship between shared vision and public engagement.

The Role of Common Landscape in Creating ...

- There is a positive significant relationship between shared vision and loyalty and dutifully.
- There is a positive significant relationship between shared vision and the adoption of purposes.
- There is a positive significant relationship between shared vision and continuous improvement of processes.
- There is a positive significant relationship between shared vision and with building healthy work setting.

Statistical Sample: Given that the number of members is limited, following formula has been used to find number of respondents for answering to questions:

$$n = \frac{480 \times 1.96 \times 1.96 \times 0.5 \times 0.5}{1181 \times 0.05 \times 0.05 + 1.96 \times 1.96 \times 0.5 \times 0.5} = 118$$

It should be noted that Morgan' sampling table considered the same figure as sample. Simple randomly sampling will be used in the research.

Cronbach's alpha method was used to determine research reliability based on following formula:

$$r_{\alpha} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_j^2}{\sigma^2} \right)$$

In this relation, r_{α} is reliability coefficient of total test, k is number of questions test, σ_j^2 is variance of scores of jth question and σ^2 is variance of total score of questions (test). It is said that if this coefficient be more than 0.7, reliability of test will be acceptable. This questionnaire is approved by experts and professionals. It means that content validity is used for questionnaire validity. Content validity is a type of validity which usually is applied for considering components of a measurement tool. Contest validity of a measurement tool depends on its existing questions. For measuring validity of the questionnaire, it is provided to some elites and all approved the validity of the questionnaire and its questions. Cronbach's alpha method and SPSS software were used to determine questionnaire reliability. In first phase, 20 questionnaires were distributed among respondents. Because obtained Cronbach' alpha was 0.716 and higher than 0.7, so it was approved. In second phase, 20 questionnaires were distributed among respondents again. Cronbach's alpha amount of the variables is provided in following table. Because this amount is higher than 0.7, then this amount is approved.

Table1. Cronbach's alpha of questionnaire subscales

	Alpha amount
Shared vision	0.741
Spirit of teamwork	0.848
Participation in decision-making	0.749
Responsibility and Commitment	0.893
Loyal and dutifulness	0.850
Admission of goals	0.738
Continuous improvement of processes	0.848
Creating a Healthy Workplace	0.913

RESULTS

Surveying average results of research variable indicates that with a mean of 4.087, the spirit of teamwork and with a mean of 3.8, building healthy work setting are the highest and lowest mean, respectively.

Table2. Descriptive Statistics

Variable	1	2	3	4	5	6	7	8	9
N	480	480	480	480	480	480	480	480	480
Mean	3.93	4.08	3.90	4.05	4	4.01	3.93	3.91	3.80
SD	.99	1.03	0.92	0.91	1.03	0.99	0.85	1.08	0.96

1. Vision 2. Spirit of group work 3. Participation in decision 4. Responsibility and commitment 5. Public interaction 6. Loyalty and dutifulness 7. Acceptance of goals 8. Continuous improvement of process 9. Building healthy work setting

Normality Test of Data: As can be seen, in error level of 5% of Z statistics, the variables were significantly lesser than 5% in Test of Kolmogorov – Smirnov (sig < 0.05). Hence, H0 is rejected and H1 is accepted with 95% confidence. It means that the data has not normal distribution.

Table3. One-Sample Kolmogorov-Smirnov Test result

Variable	1	2	3	4	5	6	7	8	9	
N	480	480	480	480	480	480	480	480	480	
Normal Parameters^a	3.9333	4.0875	3.9000	4.0500	4.0000	4.0167	3.93	3.91	3.80	
Most Extreme Differences	Absolute	0.277	0.249	0.226	0.226	0.233	0.227	0.26	0.23	0.26
	Positive	0.157	0.188	0.157	0.150	0.167	0.161	.202	.159	.184
	Negative	-0.27	-0.249	-0.22	-0.22	-0.23	-0.22	-0.2	-0.2	-0.2
Kolmogorov-Smirnov Z	6.06	5.46	4.95	4.95	5.11	4.96	5.79	5.05	5.81	
Asymp. Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	

1.Vision 2. Spirit of group work 3. Participation in decision 4. Responsibility and commitment 5. Public interaction 6. Loyalty and dutifulness 7. Acceptance of goals 8. Continuous improvement of process 9. Building healthy work setting

Table4. Spearman' correlation coefficients of research variables

	1	2	3	4	5	6	7	8
1.Vision	1							
2.Spirit of group work	.486**	1						
3.Participation in decision	.713**	.615**	1					
4.Responsibility and commitment	.511**	.267**	.337**	1				
5.Public interaction	.567**	.639**	.783**	.299**	1			
6.Loyalty and dutifulness	.527**	.623**	.671**	.318**	.834**	1		
7.Acceptance of goals	.581**	.469**	.617**	.401**	.584**	.470**	1	
8.Continuous improvement of process	.555**	.598**	.804**	.336**	.743**	.654**	.597**	1
9.Building healthy work setting	.521**	.504**	.590**	.313**	.586**	.493**	.486**	.532**

* , ** Significance in levels of 1 and 5 percent, respectively

Analysis of Hypotheses

ρ Is Spearman's correlation coefficient between two variables of X and Y

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

The Role of Common Landscape in Creating ...

1. Hypothesis 1: there is a positive significant relationship between participative vision and spirit of group work

Spearman's correlation coefficient (0.486) between participative vision and spirit of group work indicate that there is a positive significant relationship between vision and spirit of group work in error level of 5%. Hence, H_0 is rejected and H^1 is confirmed.

2. Hypothesis 2: there is a positive significant relationship between participative vision and participation in decision making.

Spearman's correlation coefficient (0.713) between participative vision and participation in decision making indicate that there is a positive significant relationship between vision and participation in decision making in error level of 5%, Hence, H_0 is rejected and H^1 is confirmed.

3. Hypothesis 3: there is a positive significant relationship between participative vision and commitment and responsibility.

Spearman's correlation coefficient (0.511) between participative vision and commitment and responsibility indicate that there is a positive significant relationship between vision and commitment and responsibility in error level of 5%, Hence, H_0 is rejected and H^1 is confirmed.

4. Hypothesis 4: there is a positive significant relationship between participative vision and public interaction.

Spearman's correlation coefficient (0.567) between participative vision and public interaction indicate that there is a positive significant relationship between vision and public interaction in error level of 5%, Hence, H_0 is rejected and H_1 is confirmed.

5. Hypothesis 5: there is a positive significant relationship between participative vision and loyalty and dutifulness.

Spearman's correlation coefficient (0.527) between participative vision and loyalty and dutifulness indicate that there is a positive significant relationship between vision and loyalty and dutifulness in error level of 5%, Hence, H_0 is rejected and H_1 is confirmed.

6. Hypothesis 6: there is a positive significant relationship between participative vision and acceptance of goals.

Spearman's correlation coefficient (0.581) between participative vision and acceptance of goals indicate that there is a positive significant relationship between vision and acceptance of goals in error level of 5%, Hence, H_0 is rejected and H_1 is confirmed.

7. Hypothesis 7: there is a positive significant relationship between participative vision and continuous improvement of processes.

Spearman's correlation coefficient (0.555) between participative vision and continuous improvement of processes indicate that there is a positive significant relationship between vision and continuous improvement of processes in error level of 5%, Hence, H_0 is rejected and H_1 is confirmed.

8. Hypothesis 8: there is a positive significant relationship between participative vision and building healthy work setting.

Spearman's correlation coefficient (0.521) between participative vision and building healthy work setting indicate that there is a positive significant relationship between vision and building healthy work setting in error level of 5%, Hence, H_0 is rejected and H_1 is confirmed.

CONCLUSION

Due to the increasingly intensity changes, managers should endeavor to keep their competitive advantage through building a dynamic and flexible inter-organizational environment to make appropriate changes in visions and factors within the organization and adopt it with varying environmental conditions. One of the most important research tools in this regard is participative vision. Formulation, implementation, renovation of participative vision in organization are influenced by various factors. One of the effective and facilitating factors of participative vision is participative behavior or participative management. It should be noted that vision is coherent and detailed statement of what the organization can do in future. Vision has logical and emotional aspects. It is emotional, because it pursues employees to follow their dreams through drawing vision. It is logical, because analysis of events and problems that organizations are faced with are required to formulate vision. Previous researches have been considered mostly physical and hard aspects of organization, such as changing in structure, changing in processes and strategies. Now, with doing this study and verifying the effectiveness of participatory perspective on cooperative behavior, it is hoped that researches are kept to continue in this regard and soft organizational aspects receive more attention. Shared vision builds final goal, encourages innovation and risk-taking and determine type of stored or transmitted knowledge¹⁶. It should be communicated and transmitted to subordinates for acceptance and support of the vision. Transmitting vision is always considered as key factor for implementing successfully vision¹⁷.

In fact, vision is where tomorrow begins. Because it wants all is involving in vision to work hard for achieving it. Since most people do not spend time for thinking about future, those who do this and reinforce activities and strategies in basis of their visions, they have extraordinary power to shape the future. According to above explanation, the results of hypotheses are considered briefly. It is interesting to note that all hypotheses were verified. According to statistical results of hypotheses, there is a significant and positive relationship between participative vision and participative behavior. The intensity of this relationship be summarized as follows:

Participation in decision (0.713), acceptance of goals (0.581), public interaction (0.567), continuous improvement of processes (0.555), loyalty and dutifulness (0.527), building healthy work setting (0.521), commitment and responsibility (0.511), spirit of group work (0.468).

As can be seen, all hypotheses are confirmed and there is a positive relationship between them. Participative vision can increases participation in

The Role of Common Landscape in Creating ...

decision making in Islamic Azad University in Hamedan city and in turns, the speed of action and problem solving will increase significantly. On the other hand, the second priority in this relationship is significant relationship between shared vision and acceptance of goals. According to theoretical framework, when the goals are formulated in association with employees, they are committed to achieve and accept it. But the lowest correlation in this regard is between spirit of group work and shared vision. It should be stated that this relationship is not too low and it is defensible. But due to the greater influence of other variables, it is recommended that reasons of spirit of group work are sought in other variables. Anyways, the study tried to survey the role of formulating participative vision in participative behaviors of employees working in Islamic Azad University of Hamedan Unit and the results indicate that there is a strong and significant relationship between two important variables in competitive world.

REFERENCES

1. Monroe M. "Principles and power of vision". Translated by Farzaneh Mir Shah Velayati, Tehran, center of future-study of defense technology and sciences of research and educational institute of defense industries; 2006.
2. Nazemi Ashni A. future-graph, from concept to run, press of center of modern industries; 2007.
3. Latham R. Visioning: The concept, Trilogy, and process, American Society for Quality Progress journal; 1995.
4. Keyglay I, Jæger B. "Danish participatory models. Scenario workshops and consensus conferences: towards more democratic decision making", Science and Public Policy, Vol 2; 1999.
5. Lindgren M, Bandhold Scenario Planning: The link between future and Strategy, Palgrave Macmillan press; 2003.
6. Lasley M. courageous visions, discover press; 2004.
7. Partnership Resource Centre. Website of the New Zealand Department of Labour Partnership Resource Centre, <http://www.dol.govt.nz/services/PartnershipResourceCentre/index.asp>; 2006.
8. Cesare FP. Italy: The case of the Revenue Agency. In Staff Participation and Public Management Reform: Some International Comparisons, London: Palgrave MacMillan; 2005.
9. Pritchard A. Understanding government output and productivity. Economic Trends, 59 (6): 27-40; 2003.
10. Datta D, Guthrie J, Wright P. Human resource management and labor productivity: does industry matter? Academy of Management Journal, 48 (1):135-145; 2005.
11. Tousi MA. Participation in management and ownership; Tehran; press of education center of state management; 1991.
12. O'Brien G. "Participation as the key to successful change: A public sector case study". Leadership and organization development journal. Bradford: 23: 442. OUBS; 2002. "Handling Change", www. Ennead. De/ou.

13. Kim SH. "Participate management and job satisfaction: lesson for management leadership". *Public administration review*, 62(2); 2002.
14. Shakhilavi Aghdam R. surveys the relationship of shaping participative culture and strategic planning in municipality of district 17, Tehran, thesis for receiving master degree, Tehran University; 2004.
15. Rahnavard FA. Pattern of state management for achieving vision 2025 (1404), *vision of state management*, 6:43-58; 2011.
16. Marquardt MJ. *Building the Learning Organization: Mastering the Five Elements for CORPORATE Learning*. Palo Alto: Davies-BLACK Press; 2002.
17. Howell JM. Two faces of charisma: Socialized and personalized leadership in organizations. In J. A. Conger, & R. N. Kanungo (Eds.), *Charismatic leadership: The elusive factor in organizational effectiveness*, pp.213-236, San Francisco, CA: Jossey-Ba; 1988.